

Administrative

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LD/A Registry  
77-02221

20 APR 1977

Executive Registry  
77-73411

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Professional Recruiting

REFERENCE : Note to DDA from EA/DCI dtd 9 Apr 77,  
subj: Recruiting

77-02221 23 April 77

1. Action Requested: None; for information only. The purpose of this memorandum is to inform you of how the Agency recruits and selects professional talent, how we manage the quality of our professional recruits, and the extent to which that quality has changed over recent years.

2. The capability of the Agency to carry out its mission is directly tied to the caliber of our employees. We have historically maintained a Recruitment Division whose sole function is to provide a continuing supply of highly qualified applicants, involving many disciplines, for Agency consideration. This recruitment activity is carried out regionally across the United States. It is a completely overt activity. All our recruiters identify themselves as CIA representatives and carry CIA credentials. We maintain [redacted] domestic field offices whose telephone numbers are [redacted].

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[redacted] recruiters based in [redacted] cover southern and certain eastern states. In addition, we maintain an office in Rosslyn, Virginia, which is open to any walk-ins.

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3. Most of our professional applicants come from college campuses, mainly at the graduate level. Our recruiters maintain close contact with college placement officials and, through them, with selective department heads and graduate school advisors. They also maintain contact with personnel representatives of private industry, professional and scientific associations, minority organizations, and the like. Recruiters are authorized to place advertisements in newspapers, periodicals, and college publications for recruitment purposes.

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4. Regional recruitment insures an Agency population that is national in character. In FY-76, over 150 colleges and universities were represented by new recruits. Our major recruiting effort, however, is directed toward the most prestigious universities and colleges. Our inability to cover adequately the United States would in all probability be viewed with suspicion by the general public. Something similar to the earlier myth about the Agency's "Ivy League elitism" would again appear if only certain areas of the country were represented.

5. Our professional recruitment activities are directly responsive to Agency personnel requirements. At the beginning of each Fiscal Year all Agency components are requested to furnish the Office of Personnel with a forecast of their specific personnel needs. The responses are consolidated into the Advance Staffing Plan, which is then updated quarterly. This Plan is the recruiters' basic tool. It is their charge to find individuals whose qualifications match Agency needs and to discourage unqualified applicants. Eighty per cent of Agency external personnel requirements are for individuals with specific skills, experience, or academic credentials. Examples are electronic technicians, foreign language specialists, electronic engineers, physical scientists, computer scientists, and graduate-level research economists. The remaining twenty per cent of our professional requirements are for generalists, mostly at the GS-07 entry level.

6. The Agency constantly seeks the best qualified people. After initial screening, complete applicant files submitted by recruiters are circulated for thorough review by Agency components. If interested, a component normally brings in an applicant for interviews. Applicants also take an intensive battery of tests which measure aptitude, motivation, and intellectual ability. The operating component which will initially employ the individual makes the final decision to hire from among those who are most competitive. Those selected are then put "in process." During the "in process" phase the applicant is medically evaluated, both physically and emotionally. He or she is also subject to a rigorous security evaluation which includes a background investigation and a polygraph. Only after this process is satisfactorily completed does the Agency make a firm offer to an applicant.

7. By measurable standards the Agency continues to attract top-quality applicants. In FY-76, 56% of our professional/technical entrants-on-duty had Bachelor Degrees, 25% had Master Degrees, and 12% had their PhD's. Also, in a survey conducted at three different periods, the most recent group of applicants rated higher to significantly higher scores on the professional test batteries than did their predecessors.

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8. In general, the Agency is able to select from a large number of applicants. In FY-76, our recruiters conducted 13,557 interviews from which only 388 were selected for actual employment. The quality of individuals applying for professional jobs is outstanding; Phi Beta Kappas, Cum Laudes, and Magna Cum Laudes are not uncommon. A goodly number of liberal arts honors graduates are rejected each year. They simply are not competitive with applicants who also have distinguished academic records, plus related work or military experience, and a fine foreign language capability.

9. Three special Agency programs graphically illustrate our applicant quality:

a. The Cooperative Education Program began in 1961 with long range recruitment of occupational skills in short supply as its primary objective. Co-op arrangements exist today with approximately thirty academic institutions. The Agency employs about 100-125 co-op students at any one time. In recruiting these students we emphasize academic performance, maturity, and interest in international affairs. The ratio of students seen to those selected is roughly six to one. Approximately 55% of our co-op students convert to full time Agency employment upon completion of their studies.

b. For the last ten years the Agency has conducted a Summer Intern Program for graduate students in foreign studies. This year there were 850 applications for 65 positions. Interns bring with them the latest academic training and take back to the campus knowledge of the analytical processes and their awareness of the professional competence of Agency personnel. Approximately one-half of the Interns are hired as employees upon completion of their graduate studies program.

c. The Career Training Program is designed for the selection, training, and early career development of a small number of Agency junior professionals particularly but not solely for the Operations Directorate. During CY-76, Career Training Program officers reviewed 800 files from which 83 individuals were accepted for further testing and interviews. After medical, psychological, and security processing, 50 CT's were finally selected for the two classes in 1976. The criteria for selection emphasize personal

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characteristics, the academic record, integrity, military or job experience which indicate leadership ability, emotional stability, adaptability and versatility, motivation to national service and the intelligence profession, plus a demonstrated interest in world affairs.

10. Our system of recruiting, selecting, and processing insures that the Agency continues to employ the highest quality applicants available. The total time involved to enter an applicant on duty with us is five to six months. The resulting quality appears well worth the time, effort, and expense involved.

[REDACTED]  
F. W. M. Janney

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1. Pls stand on #9a

2. I'd like to talk to

the 83 interns toward  
end of the summer.

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OFFICE OF THE DIRECTOR

DD/A Registry

77-1999

Date: 9 April 1977

Executive Registry

77-7354

DD/A Registry

File

Personal-15

TO: Jack Blake

FROM: EA/DCI

SUBJECT: Recruiting

REMARKS:

Admiral Turner would like to know  
how we manage the quality of our pro-  
fessional recruits, and whether that  
quality has changed over recent years.



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